ITIB Information Technology Investment Board

Minutes

Thursday, July 20, 2006

Virginia Information Technologies Agency (VITA) Auditorium
110 South Seventh Street, Richmond, VA

Attendance

Members Present:

The Honorable Aneesh Chopra   Walter J. Kucharski
James W. Hazel   James F. McGuirk, II, Chair
Hiram R. Johnson, Vice Chair   Leonard M. Pomata
Kenneth S. Johnson, Sr.   Alexander "Sandy" Thomas

Members Absent:

Mary Guy Miller, Ph.D.
Scott D. Pattison

Others Present:

Lemuel C. Stewart, Jr., Chief Information Officer of the Commonwealth
Julie Whitlock, Office of the Attorney General
Marcella Williamson, ITIB Executive Director

Call to Order

Chairman James F. McGuirk, II, called the meeting of the Information Technology
Investment Board (ITIB) to order at approximately 9:05 a.m. Chairman McGuirk said that
the CIO and one ITIB member must leave the meeting early because of unexpected
personal obligations and said he would rearrange the agenda so their discussions could
come early in the day. He asked Marcella Williamson to call the roll. The presence of a
quorum was confirmed.

Approval of the Minutes

Chairman McGuirk introduced the draft meeting minutes from the April 6, 2006, board
meeting.   Secretary Chopra moved the minutes be approved. Mr. Thomas seconded the
motion. The minutes were approved by voice vote.

CIO Status Report

Chief Information Officer (CIO) of the Commonwealth Lemuel C. Stewart, Jr., provided a
status report to the Board. Topics of his presentation included:

- Highlights since the last meeting, including submission of the quarterly report; two employee dialogue that included Northrop Grumman representatives; redesign of the state's Web portal; a disaster recovery test; revitalized Cabinet Technology Teams (CATT); a new Customer Advisory Council (CAC); and pandemic planning
- An audit update
- Financial results, including the internal service fund cash flow at the end of May and estimated indirect costs through FY 2007
- A discussion of the redesigned organizational structure of VITA and the number of employees who accepted job offers from Northrop Grumman
- Increasing opportunities for Small, Woman and Minority-Owned (SWAM) business seminar
- Key focus points for next quarter, including a continued focus on employee transition, IT Infrastructure partnership planning and transformation execution, budgetary and staff controls supporting the partnership, implementation of service memoranda of understanding for hardware and software, an improved employee recognition program, continuing review of the federal charge back and rate allocation processes, updating of the SWAM plan and objectives, and stepped up customer outreach

CIO Stewart expressed concerns in the trend that the ITIB would see later in the meeting in requests from agencies for IT investments. He said the trend is extremely disturbing because it shows a lack of collaboration across agencies. He said the Commonwealth is building a modern infrastructure that is very secure, but the Commonwealth is at risk because it appears that the State will layer today's business processes on top of that infrastructure and just make the processes faster.

He said there are only two enterprise initiatives listed – and those are the IT Infrastructure Partnership and the Enterprise Architecture Program, both of which have involved the ITIB and VITA.

CIO Stewart said there are 28 projects totaling more than $300 million that have strong enterprise applications implications yet the projects do not show up as enterprise investments, but as individual agency project. He said, for example, there are at least three projects listed as electronic health records. He said there are other categories across the span of investments requested by agencies that could be collaborative but there dos not appear to have been collaboration.

He said the projects do not appear to show thinking about enterprise changes, but silo perspectives. He said that he doesn't think that will change unless something significant happens. CIO Stewart said the issue is structural in nature. He noted that having 90 IT executives managing programs independently will result in 90 different solutions. He said none are willing, for the most part, to step up and be the champion of an enterprise system for multiple agencies. He said the reasons for that also are cultural.

If the Commonwealth is going to change behaviors to make significant leaps in the world of citizen-faced systems, CIO Stewart said, ways must be found to break through those structural and cultural barriers. He said while there are cabinet secretaries, the Commonwealth does not have an IT executive who can look across lines of business and create opportunities to combine dollars and make IT investments to lower costs while increase customer-facing systems. He said he has made some recommendations to the Administration and members of the General Assembly, and spoken about the issue with Secretary Chopra. He asked the ITIB to look at the issue carefully and see if there is some way it can encourage change across the Commonwealth. He concluded by saying that this

collaboration is a critical IT investment issue and silo thinking for IT projects is not what the ITIB and VITA are hoping to achieve strategically.

Mr. Kucharski asked the CIO if he believes that the Board and/or CIO can reject projects that appear to be enterprise wide, but are only being considered by individual agencies. CIO Stewart said the ITIB can reject the projects, and recommended that such projects be rejected. He said it would be reasonable to give contingency approval if agencies get together on those projects that appear to have enterprise application.

Chairman McGuirk said staff members followed the process approved by the ITIB, but the ITIB may need to change the process to further emphasize collaboration. He said now the ITIB must send a message to the Governor and General Assembly as to whether the ITIB believes these are proper investments. He said the ITIB does have the power to make some statement in regard to collaborative efforts. He said additional discussion would occur when RTIP came up on the agenda. He said, in the end, this is not a CIO issue, but an ITIB issue and this is a time for the board to speak loud and clear.

Mr. Kenneth Johnson commended the CIO and staff on the SWAM data provided. He asked if the data included Northrop Grumman and other prime vendor numbers. The CIO said it includes VITA, prime contractors and some subcontractors, but does not include Northrop Grumman because the IT Partnership just began July 1. He said there still is a gap in the Commonwealth as a whole about how to collectively and efficiently collect subcontractor data, but the goal is to do so.

Mr. Kucharski asked the CIO to add the Enterprise Application Project Office to the activity list. CIO Stewart said it will be added to the Finance and Audit Committee and full ITIB reports.

Secretary Chopra commended the CIO for work done to date. He said when the CIO approached him about multiple health records systems and the opportunity for collaboration, it was positive and spurred the Cabinet to begin collaborative action. He said that while the ITIB is despondent about seeing multiple silo approaches, the process worked well in that instance because collaborative discussions are taking place.

Mr. Thomas asked the CIO where, outside the RTIP process, he sees the ITIB's best opportunities to encourage enterprise behavior among agencies. CIO Stewart said he thinks it is creating an environment that feeds enterprise thinking and behavior change. Another way is that if proposed IT investments do not fit the enterprise behavior, the ITIB must take aggressive action to deal with it. The basis for concern, he said, is that an IT infrastructure is being put in place statewide that establishes a foundation for all kinds of enterprise activity. If that enterprise activity does not occur at the state level, it is not going to happen between local government, the State and citizens. CIO Stewart added that an example is the experience with licensing. He said that licensing was declared an enterprise system two years ago and three products were identified for enterprise application. However, agencies with licensing responsibilities then developed their own custom solution that did not have not citizen-facing templates.

CIO Stewart said there also are capital issues. He said one agency does not have the capital to span work across agencies when looking at IT projects. In addition, rather than change the business process across the enterprise to some new form, agencies still are in the mindset of customizing existing processes. He said there needs to be business process re-designs up front to eliminate the silo process that agencies now have with IT. Chairman McGuirk thanked CIO Stewart for his presentation.

Special Presentations

Chairman McGuirk asked Ms. Williamson to present two resolutions:

WHEREAS, Cheryl Clark began her public service to the Commonwealth of Virginia at the Department of Motor Vehicles where she served in a number of diverse business and technical roles, including Chief Information Officer and Acting Deputy Commissioner; and,

WHEREAS, during her career at DMV the agency received national and international recognition for leadership in bringing about e-government and for innovative and effective use of technology to achieve excellence in customer service; and,

WHEREAS, she diligently served as Director of the Department of Information Technology; and,

WHEREAS, Cheryl Clark was Chief Transition Officer for the consolidation of three state agencies and the development of the Virginia Information Technologies Agency in one of the nation's most sweeping transformations of information technology in state government; and,

WHEREAS, she provided exemplary leadership and direction to the operations and activities of VITA during its formation by successfully ensuring the continuity and smooth transition of IT services while serving as Chief Administrative Officer to the ITIB and Acting Chief Information Officer; and,

WHEREAS, VITA has reaped national awards as a result of her outstanding efforts; and,

WHEREAS, Cheryl Clark is respected by her colleagues at VITA and throughout state government for her knowledge, innovation, diligence, teamwork and commitment to public service; and,

WHEREAS, the Commonwealth has been the beneficiary of her dedicated public service and her work will have a tremendously positive impact on the lives of Virginians for generations to come;

NOW, THEREFORE, BE IT RESOLVED that the Virginia Information Technology Investment Board this 20th day of July 2006 recognizes Cheryl Clark on the occasion of her retirement for her outstanding commitment to technology transformation in the Commonwealth and extends sincere appreciation for her contributions to the ITIB and VITA.

Mr. Hazel moved that the resolution be adopted. Mr. Thomas seconded the motion. Mr. Hiram Johnson said Ms. Clark was acting CIO during the formation of VITA and the ITIB and held steady during exciting times, moved both forward, and laid groundwork and plans for a lot of where we are today. Chairman McGuirk said she provided critical leadership when the ITIB was being formed. The resolution was approved on a voice vote.

Mr. McGuirk asked Ms. Williamson to present the second resolution.

WHEREAS, James W. "Jimmy" Hazel, one of the original members of the ITIB, has conscientiously served on the Board; and,

WHEREAS, even prior to his tenure on the ITIB, he worked diligently with members of the Executive Branch and General Assembly on one of the most extensive changes in state government information technology in the nation to create the Virginia Information Technologies Agencies and launch the first Commonwealth of Virginia Strategic Plan for Information Technology; and,

WHEREAS, after being appointed to the ITIB, James W. "Jimmy" Hazel has shown dedication to transformation of state government IT by working through the Public-Private Education Facilities and Infrastructure Act proposals and making recommendations that will result in the transformation of state government's IT infrastructure, create jobs and contribute to the Commonwealth's economic development; and,

WHEREAS, during his tenure on the ITIB, he chaired the Legislative Affairs Committee and was a champion of the ITIB and VITA with the Executive Branch and General Assembly; and,

WHEREAS, he has provided exemplary leadership that has resulted in the Commonwealth being recognized as a national leader in IT; and,

WHEREAS, the Commonwealth has been fortunate to be the beneficiary of his dedicated public service and Virginians will reap the results of his efforts for many years to come; and,

WHEREAS, James W. "Jimmy" Hazel is respected and liked by his colleagues on the ITIB who will miss his advice, counsel and assistance;

NOW, THEREFORE, BE IT RESOLVED that the Virginia Information Technology Investment Board this 20th day of July 2006 recognizes James W. "Jimmy" Hazel for his service on the ITIB and to the Commonwealth of Virginia and its citizens.

Mr. Ken Johnson moved the resolution be adopted. Mr. Thomas seconded the motion. The resolution was approved on a unanimous voice vote.

Mr. Hazel said it has been a very satisfying experience to see what has been done in such a short period of time from discussion of how do you change IT services across state government to reality. He said he is proud to have been part of the change. He wished the ITIB well in the years ahead.

Chairman McGuirk said Mr. Hazel was part of the evaluation committee during the PPEA process. He said Mr. Hazel spent as much time as anyone on the committee working on the project and was a tremendous asset. Mr. McGuirk said the selection process would have suffered without his participation. He said the Commonwealth owes him a sincere debt of gratitude for his willingness to put that kind of effort forward. Mr. McGuirk said the IT Infrastructure Partnership would not have happened without his significant contributions

Committee Reports

Chairman McGuirk called for committee reports.

Executive Evaluation and Governance Committee

Mr. Hiram Johnson said the committee went through the 26 CIO objectives, of which 22 are green and four are yellow with corrective actions planned.

He said the retained organization staffing was discussed, and that there was considerable discussion regarding the name and work of Customer Relationship Management. He said the committee wants a better understanding of CRM, and of VITA's role and the ITIB's role in transmission of policies and strategic plans to the agencies. He said the committee members believe it is not clear how customers will interface with VITA, Northrop Grumman and strategic plans for the Commonwealth in regard to IT. He said the committee will ask for an executive session in the near future to discuss the VITA organization and personnel, and how to position VITA and the ITIB to fully implement the statute that established the ITIB.

Mr. Hiram Johnson said a new deputy CIO will not be hired, but that Jerry Simonoff, Director of Technology Strategy and Solutions will serve as backup. If he is not available, other directors will serve in a backup role.

SWAM was discussed by the committee. He said tracking SWAM spending through Northrop Grumman will be important in meeting goals for this fiscal year.

He said the customer satisfaction action plan will focus on three fronts, with the next survey to go out in January 2007.

Finance and Audit Committee

Chairman McGuirk presented the report for the committee. He said the committee asked that accounting for the $11 million in the Technology Investment Fund for the Enterprise Applications Program be reported regularly so it can be allocated by the ITIB.

He said there were 21 recommendations in the Auditor of Public Accounts Audit Corrective Action Plan, with one change recommended by the committee. The committee recommended a route cause analysis under item #13, "Improve PMD Effectiveness and Efficiency" to determine why agencies have not been requesting this service since rates were adopted. He asked for a motion to approve the Corrective Action Plan with the change.

Mr. Hiram Johnson made a motion, seconded by Mr. Ken Johnson:

> *I move that the ITIB approve the Corrective Action Plan, including the change proposed in item #13.*

The motion was approved on a voice vote.

Chairman McGuirk said Tim Bass provided a briefing on what is needed for startup of the EA Program Office, including staffing and office space.

Mr. Hazel made a motion, seconded by Mr. Thomas:

> *I move that the ITIB approve the release of $550,000 of FY07 appropriated funds for the startup of the EA Program office.*

Chairman McGuirk explained that this funding is specifically for the start-up office, not the EA Program. He said a plan will be developed and must be approved by the ITIB at a later date. The motion was approved on a voice vote.

Chairman McGuirk also said the committee believes the Finance and Audit Committee is not the appropriate place to report out on IT security. He said security will be a major factor as the transformation of state government IT moves forward. He said the committee recommended either the IT Infrastructure Committee or IT Solutions Committee.

Mr. Kucharski said some agencies have single log-on IDs for networks and applications, and asked who would have responsibility for security in that regard. Mr. McGuirk said the business owner has to determine who can have access to data; however, there is central control of the network. Mr. Kucharski said the problem at individual agencies is that infrastructure staff members have this responsibility but do not have authority or enterprise-wide control. He said if there is a single log-on and VITA has responsibility, security should report out of the IT Solutions Committee. If it is access to the network, security should report out of the IT Infrastructure Committee. He said this is a policy issue, and that ITIB needs to be sure the agencies do not suddenly assume that VITA through the IT Partnership is doing some work that it is not.

Secretary Chopra suggested that route causes for non-compliance be considered and where there is the most need for reform, and suggested it may be appropriate for the IT Solutions Committee.

Chairman McGuirk said a decision will be made at a later date.

Legislative Affairs Committee

Mr. Hazel said the items of interest to ITIB in the General Assembly were in the caboose bill, which was approved. He said the Finance Report included a breakdown on funding in the budget.

Commonwealth IT Solutions

Secretary Chopra said the Enterprise Application Program approach was presented to and discussed by the committee.

He said the committee discussed and recommended for approval the IT Security Policy. Secretary Chopra made the motion, seconded by Mr. Thomas:

> *I move that ITRM Policy SEC500-02: Information Technology Security Policy be approved.*

Mr. McGuirk noted that ITIB members received the policy electronically prior to the meeting and should have had the opportunity to review it. The motion was approved on a voice vote.

Secretary Chopra said the second policy is to be the primary source for agencies for enterprise architecture. Secretary Chopra expressed concern about the "branding" and possible confusion between EA and Enterprise Architecture. Secretary Chopra made the motion, second by Mr. Kenneth Johnson:

> *I move that ITRM Policy EA200-00: Enterprise Architecture be ITIB approved.*

Chairman McGuirk noted that this policy also was provided to board members in advance. The motion was approved on a voice vote.

Secretary Chopra said the committee had a healthy discussion on enterprise business architecture document commissioned by ITIB to provide background information to make meaningful judgments on project prioritization. He said the Council on Virginia's Future and EA Project Program are using it as a strategic asset. He asked that others leverage this asset, and said the committee hoped the Council would adopt the document.

Secretary Chopra said the ITIB is limited in funding of IT solutions. He made a motion, seconded by Mr. Hazel:

> *I move that the ITIB request that the Secretary of Technology, in coordination with the Secretary of Finance, establish and Chair a joint work group, consisting of VITA, the Department of Planning and Budget, and other designated agency staff, to evaluate and recommend alternative and collaborative funding strategies that ensure reliable funding of projects recommended by the ITIB.*

Mr. Hiram Johnson asked how the work group would report back. Secretary Chopra said it will report back to the ITIB. The motion was approved on a voice vote.

IT Infrastructure

Mr. Pomata recommended that the IT Infrastructure Partnership report come to the full ITIB because Northrop Grumman assumed responsibility for the delivery for infrastructure services on July 1. He said he also believes it is important for the board to provide input on metrics for future reporting.

VITA Service Management Organization Director Fred Duball and Northrop Grumman IT Partnership Project Director Joe Fay provided a status report on the IT Partnership. Highlights of the presentation included:

- Significant achievements and accomplishments, including successful Service Commencement Date and employee transition
- Implementation timeline
- Vital few dashboard close out
- Milestones
- Update on the Comprehensive Infrastructure Agreement
- Establishment of a Customer Advisory Council
- Definitions of infrastructure service areas
- Current operations dashboard,
- Quality of service summary
- Path to automated service level agreement reporting
- Transformation projects, launch phase, schedule and proposed dashboard
- Status on the Commonwealth Enterprise Solutions Center in Chesterfield County and Southwest Enterprise Solutions Center in Russell County
- Independent verification and validation

ITIB members expressed concerned about finalizing the memorandums of agreement for service with agencies to ensure consistent funding for IT, and asked to be kept apprised of progress. Chairman McGuirk said the culture of "hockey stick spending" at the end of the fiscal year by agencies must change. Mr. Kucharski said some agencies do not realize that some day some IT staff will leave their agencies, and their attitudes toward the MOU will change radically when that happens. Mr. Duball said IT staff today drive from Richmond to

Northern Virginia to provide service when there are IT staff members in Northern Virginia who can do that work. Mr. Kucharski said he understands, but said some agencies have a false level of comfort because IT staff members are still on their jobs in the agencies. The ITIB asked that the status of MOUs be a priority in reporting. Mr. Duball said establishing metrics, instead of emotional discussions involving particular staff in agencies, will provide service levels to agencies in a factual manner.

Mr. Kucharski expressed concern about the size and complexity of IT of the "pilot" agencies for transformation. Mr. Kenneth Johnson asked how pilot agencies were selected, and said that as a result of the customer survey that transformation should occur as soon as possible at the Department of General Services. Mr. Duball said many factors must be weighed in determining the schedule of agency transformation – including security, business needs and willingness to change. Mr. Kenneth Johnson said from reports over the months and from information provided by other states, the ITIB has heard that procurement is a major challenge. Mr. Kucharski said having a larger agency as a pilot agency might provide more information for the transformation. Mr. McGuirk said the ITIB would like to see an agency transformation schedule. Mr. Pomata asked for a table with all Executive Branch agencies and dates when transformation will occur. Mr. Duball said the pilot agencies represent the preliminary work and a plan is being developed.

After discussing new metrics, Mr. Pomata said the current operations dashboard for the IT Partnership should be expanded and will be of interest to the ITIB. Mr. Duball said there is a quality of service report that explains more detail that can be provided to the ITIB, and that metrics will be expanded as the goals mature.

Mr. Kucharski asked about roles and responsibilities for agencies and VITA. He said security discussions need to take place with agency leadership. Mr. Duball said the business leadership must to be educated on roles and responsibilities, including security.

Secretary Chorpa expressed concern about how long it will take to determine how many agencies have weak controls over security. He said he doubts many agency heads can say whether they are in compliance and know their risk mitigation factors. He asked that a document be prepared listing the top three risks at the applications level. Mr. Duball said there is data available and that he will come back to the ITIB with the information.

Hoyt Warren of CACI presented the initial independent verification and validation (IV&V) on the IT Infrastructure Partnership. He said the initial emphasis was on development of a review framework suitable for future assessments. He said personnel interviews and documentation reviews are under way, and that the draft report is due July 28 to the Service Management Organization, and then to Project Management Division and the ITIB. Mr. Pomata asked that a schedule be prepared of the IV&V reporting sequence.

Peggy Ward, Information Security and Internal Audit, reported on the five types of assurances services for the IT Infrastructure Partnerships, including the SAS 70 type II audit, security audit, financial audit, operating audit and right to audit. She explained the scope, frequency and timing of the audits.

Chairman McGuirk emphasized the need for metrics, and the need to get some sort of pre- and post-partnership metrics and keep those up to date with contractual and market goals with running measures. He also re-emphasized the importance of the ITIB staying very current on the billing and monthly annuity acceptance, which he said is a key measurement of customer satisfaction. The other items, he said, is to provide a transformation schedule and a progress report on each agency.

Mr. Kenneth Johnson asked that the transformation be discussed in less technical terms to permit agency heads to understand what is occurring and to be customer-service oriented.

Commonwealth Strategic Plan for IT Implementation Program

Jerry Simonoff, Technology Strategy and Solutions provided information on the Commonwealth Strategic Plan for IT Implementation. Chairman McGuirk noted that the information was sent to ITIB members in advance, and asked for a motion for approval.

Mr. Pomata made the motion, seconded by Mr. Kenneth Johnson:

> *I move that the Implementation Program for the Commonwealth Strategic Plan for IT be approved.*

The motion was approved on a voice vote.

The Board adjourned for lunch at approximately noon.

The Board reconvened at 1 p.m.

Recommended Technology Investment Report

George Williams, VITA Project Management, said the ITIB had in its board notebooks the presentation and handouts, including the CIO recommended major IT project priorities, enterprise opportunities, portfolio mix, major project description, RTIP reconciliation, and ITIB project selection and ranking criteria for major IT projects.

Mr. Williams said based on the CIO's recommendations and the ITIB's input, project priorities would be established for the report to be voted on at the August 10 meeting. He said the PMD ranking was based on the ITIB criteria approved in the spring. Input from the Secretariats was obtained to validate business needs and supporting projects, and that projects were evaluated for enterprise opportunities. He said Secretary Chopra played an active role in soliciting views of other Secretaries.

He said from the RTIP Report last year, 12 projects were completed, 10 approved for development, four approved for planning, eight canceled or reclassified as a result of the PPEAs, and five canceled or reclassified by agencies.

The 2006 RTIP Report has 58 projects totaling $2.8 billion, including the $2 billion IT Infrastructure Project with Northrop Grumman. The report includes 30 projects approved for planning at a cost of $308 million, and seven for preliminary planning at a cost of $16.9 million.

He said there are three enterprise projects, 28 with enterprise applications and 27 agency projects.

Mr. Williams said he would like the ITIB to provide input as to whether there are investments that should be removed from or added to the list, and whether the list reflects the ITIB's desired investment strategy.

Chairman McGuirk said the ITIB has been trying to emphasize collaboration and that the lack of collaboration is somewhat surprising. He asked if weighting of projects included collaboration. Constance Scott, VITA Project Management, said collaboration does have a heavy weighting.

Ms. Scott said projects initially are for agency business needs. She said if projects are approved for planning, then collaboration is considered. She said, however, that agencies need to look at collaboration earlier.

Chairman McGuirk said something happened to the priority rating system because collaboration is supposed to be at the time that agencies originally design the planning of their projects. He said the ITIB put a very, very heavy weight on collaboration across agencies. He said the fact that three agencies came up with electronic medical records with no collaboration, is abominable.

He said taking out VITA projects leaves nothing collaborative and sending such a report to the Governor and General Assembly is business as usual. He said agencies have not gotten the message that they are suppose to talk to each other about IT projects and that the ITIB is going to recommend projects for approval that are collaborative. He said he is very disappointed with what the agencies are putting forward.

Mr. Kucharski there is some misunderstanding of projects. He said he did not understand why the VICAS system for electronic medical records it is on the list because it has been funded. He said there are a number of other projects on the list for planning that require more information before a determination can be made as to whether they can be enterprise projects.

He also asked what is different about the three proposed electronic medical records from HIPPA, which already is mandated and used by at least one agency.

Secretary Chopra said the ITIB may be picking wrong example. He said with the electronic medical records, the three agencies are in the same Secretariat and met about collaboration. They followed the process, but lacked the knowledge to identify an area where they could pool dollars and come up with a better system at a lower cost for the enterprise. The agencies have agreed, he said, to work toward that. He said the question is how this fits in the RTIP process. He said approving all three in the planning process does not prohibit them from collaborating and the report does not capture the fact that the agencies plan to come together. Secretary Chopra he hopes to hold these three projects up as a best practice because the agencies are coming together.

He said, however, there are a number of areas, such as data mining and document management, where agencies should have come together and tried to come up with a collaborative solution. He said not seeing collaboration is very disturbing.

Mr. Pomata said if the ITIB asks the staff to group like items which could be approved to go to the next step as a group pending collaboration and review by VITA to ensure that if there is an enterprise solution, the project is implemented as an enterprise solution as opposed to a stovepipe solution. Mr. Pomata said the ITIB can recommend approval with strings attached to funding pending specific outcomes.

Secretary Chopra said recommendations with guidance would be more helpful.

Mr. Thomas said from reading past RTIP reports and looking at the statute, his sense is that the ITIB needs to take seriously the projects that are included as those endorsed and recommended by the ITIB. One criteria, he said should be whether the ITIB is satisfied that the agency with ownership has considered enterprise potential. If the ITIB is not satisfied in that regard, then the project should not go on the report.

Chairman McGuirk said that begs the question as to whether the ITIB has the information to determine whether the agencies have collaborated. For example, he said there are three document management systems and the ITIB does not know if there was collaboration. He said the ITIB needs to determine whether there has been collaboration, and if not, why not. He said the ITIB must start adding value to the RTIP, and he did not favor moving the RTIP forward in its current state.

Mr. Kucharski said many projects may have unique needs relative to the particular agency, but many of the core systems are duplicative. He said the ITIB would be approving an entire budget that will plow the same ground three times rather than deal with what is unique to that agency. He said part of the problem is the state does not tell them the data they must manage. He said the same projects could be identified, the money pooled and standards for all agencies would be one result of the project.

Mr. Kenneth Johnson expressed concern as to whether the agencies are being asked the right questions. He said in reading the proposals, it appears to him that there are opportunities for collaboration.

Mr. Kucharski said agencies have to resolve the core business functions first.

Secretary Chopra said there is a structural problem in IT project activity in the Commonwealth. He said there are well-intentioned folks in the agencies who understand they have unique problems and may call colleague in other agencies. He said the skills to understand the potential for commonality is missing in the Commonwealth. Secretary Chopra said the framework is there for the Enterprise Application across human resources and financials, but no one is doing that for document management, business intelligence and other projects that may be enterprise projects. He said it may be appropriate for the ITIB to think about the answer to that flaw.

(At 2 p.m., Mr. Hiram Johnson and Mr. Kenneth Johnson left the meeting. A quorum was still in attendance.)

Mr. Kucharski said he would rather be late than wrong with the report. He proposed grouping items that are in the planning process and give preliminary approvals for planning. He said if the business owners identify duplicative core requirements, then those can be funded if they work collectively.

Secretary Chopra said he liked Mr. Thomas' comment about staying true to the principle that the projects recommended are the ones the ITIB believes should be funded.
He asked if a vote on the RTIP is planned at the special meeting on August 10. Ms. Scott said a vote is planned on August 10.

Secretary Chopra said that if, after today's session, a dozen projects that have some collaborative opportunity are identified, the ITIB could suggest that approval will be given if the projects if collaboration has been or will be considered. He said information is not available as to whether there has been collaboration.

Mr. Kucharski said individual planning should not be authorized. He suggested the report say planning can not begin unless it is collaborative. Secretary Chopra suggested giving agencies the opportunity to report on collaborative efforts.

Chairman McGuirk asked Mr. Williams and Ms. Scott to separate the projects into three groups – projects that agencies said were collaborative or potentially collaborative, projects that VITA staff members determine could be collaborative, and projects that are support systems that could be part of the Enterprise Applications Program. He asked that be

prepared and submitted to the ITIB members for review prior to the next meeting. He said priority in funding then will be given for those that are collaborative.

Mr. Pomata said if the ITIB is talking enterprise, the Commonwealth should come up with funding to fix Commonwealth IT problems no matter which agencies have them. He said the ITIB should go to the General Assembly and make recommendations for IT investments to address enterprise system problems. He said the rationale for enterprise projects is cost savings.

Chairman McGuirk said where there is collaboration, there are savings that can address other problems. He said savings must be produced to allow more technology investment for the same amount of money.

Chairman McGuirk said after the groupings of projects, the next step is to determine whether there will be savings. With the RTIP Report and accompanying letter to the Governor and General Assembly, the ITIB must be more proactive in stating the ITIB goals rather than just providing a list of recommended projects. He said the ITIB should start to talk about collaboration, how it will be done, and that collaboration will lead to savings, which can be used for additional IT investment.

Chairman McGuirk said the ITIB is not satisfied with the RTIP recommendations. He asked VITA staff to prepare the categories mentioned and send the information to the ITIB. He asked to staff to contact agencies and perform validation regarding collaboration on projects. He said special meetings may be needed prior to the August 10 meeting to perform the analysis of the information, complete the report and submit it to the Governor and General Assembly by September 1.

Other Business

Secretary Chopra said the cost of premium IT labor is growing at a fast clip with no oversight at the agencies, and said he wants to address the issue at a future meeting and possible have ITIB policy intervention. Chairman McGuirk said the ITIB set up contracts for agency use. He said if the Secretary sees process items that should change, the ITIB should address that issue. He said if it is a utilization issue, and the ITIB can help in influencing that, the ITIB will do so. He said he does not want to create more vehicles if the one in place is being misused.

Public Comment

Chairman McGuirk solicited public comment. There was none.

Adjournment

Mr. Hazel moved to adjourn the meeting. Secretary Chopra seconded the motion. Chairman McGuirk adjourned the meeting at approximately 2:30 p.m.